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Nota di contenuto	Title Page; CIP data; Table of Contents; List of Figures and Tables; Preface to the Fourth Edition; Acknowledgments; Introduction; Part I: Leadership; Chapter 1: A. Organizational Structures; Organizational Design; Vertical Organizational Design; Horizontal Organizational Design; Centralization/Decentralization; Types of Organizational Structures; Management Hierarchy and Influence on the Organization; Endnotes; Chapter 2: B. Leadership Challenges; 1. Roles and Responsibilities of Leaders; 2. Roles and Responsibilities of Managers; What Managers Do; 3. Change Management Techniques for Facilitating or Managing Organizational Change Change Agents; Guidelines for Implementing Change; Techniques and Roles of Change Agents; Organizational Roadblocks; Constraint Management; 4. Leadership Techniques; Theories of Motivation and Influence; Negotiation; Conflict; 5. Empowerment; Benefits from Empowerment; Endnotes; Chapter 3: C. Teams and Team Processes; 1. Types of Teams; Team Configurations; Team Selection; 2. Stages of Team Development; 3. Team-Building Techniques; Team Processes; 4. Team Roles and Responsibilities; Steering Committee; Team Structure

Dealing with Team Process Problems Team Facilitation Techniques; 5. Team Performance and Evaluation; Groupthink; Final Thought; Endnotes; Chapter 4: D. ASQ Code of Ethics; Endnote; Part II: Strategic Plan Development and Deployment; Chapter 5: A. Strategic Planning Models; Strategic Planning Concepts; Traditional Strategic Planning; Hoshin Planning; Scenario Planning; Barriers to Successful Strategic Planning; Endnotes; Chapter 6: B. Business Environment Analysis; 1. SWOT Analysis; 2. Market Forces; Competitive Analysis; Benchmarking; 3. Stakeholder Analysis; 4. Technology 5. Internal Capability Analysis Organizational Core Competencies; 6. Legal and Regulatory Factors; Legal Factors; Regulatory Factors; Endnote; Chapter 7: C. Strategic Plan Deployment; 1. Tactical Plans; Action Planning; 2. Resource Allocation and Deployment; Leadership and Management; Resource Availability; Allocation of Resources; Deployment of Tactical-Level Means; Deployment of Action Plans; 3. Organizational Performance Measurement; Designing Performance Measures; Metrics and Organizational Alignment; Monitoring, Measuring, and Reporting Performance; 4. Quality in Strategic Deployment Formulating Quality Policies Defining Quality Management Principles; Quality Objectives; Summary; Endnote; Part III: Management Elements and Methods; Chapter 8: A. Management Skills and Abilities; 1. Principles of Management; Planning, Organizing, Staffing, Directing, and Controlling (POSDC); Core Values and Concepts; 2. Management Theories and Styles; Overview of Management Theories and Styles; Tools; Interaction of Management Theories and Management Styles; Organizational Culture; 3. Interdependence of Functional Areas; Internal Functions; Integrated Business Processes; Systems Thinking 4. Human Resources (HR) Management

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## Sommario/riassunto

This handbook is a comprehensive reference source designed to help professionals address organizational issues from the application of the basic principles of management to the development of strategies needed to deal with the technological and societal concerns of the new millennium. The content of this fourth edition has been revised to reflect a more current global perspective and to match the updated Body of Knowledge (BoK) of ASQ's Certified Manager of Quality/Organizational Excellence (CMQ/OE). In order to provide a broad perspective of quality management, this book has specifically been

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